

85-2054/6

MEMORANDUM FOR: Executive Director
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: The Officer-in-Residence Program at Colleges
and Universities

STAT

1. As you probably are aware, with the assignment of [] -- former Director of Training and Education -- to the Institute for the Study of Diplomacy at Georgetown University's School of Foreign Service, the Central Intelligence Agency has launched its Senior Officer-in-Residence Program for the Academic Year 1985-86. Modeled on the State Department's Ambassador-in-Residence Program, though far less ambitious, the Officer-in-Residence Program is designed to:

- Assist Agency staff recruiting efforts by placing in selected schools experienced officers who can spot promising career candidates, can counsel students as to career opportunities, and can use their knowledge and experience to address questions or concerns students may have regarding the Agency.
- Encourage the study and knowledge of the intelligence profession through participating in seminars, courses and research.
- Afford senior officers a year or two to recharge their intellectual batteries in an academic setting by teaching in an area of academic or work-related expertise.

2. Officers enrolled in the program remain staff employees of the Central Intelligence Agency and their continuing association with the Agency is acknowledged openly by any school to which they are seconded. While continuing to pay their salaries, the Agency will defray relocation and housing costs and is prepared to reimburse participating schools for whatever expenses result from administrative overhead. While on a campus, the officers in the program are accountable for their teaching duties and research to the administrative and academic authorities of the respective colleges and universities. As pointed out above, it is our desire that in addition to teaching and engaging in research relevant to Agency interests these officers will serve as role models -- prompting the students with whom they associate to consider a career in intelligence.

SUBJECT: The Officer-in-Residence Program at Colleges
and Universities

3. The Directors of Personnel and Training and I look upon the nascent Officer-in-Residence Program as integral to our efforts to forge an executive development program and as an adjunct to the Senior Intelligence Officer Sabbatical Program. Although that program offers people enrolled in it other opportunities as well, the Officer-in-Residence Program can be a means of challenging our managers with an opportunity to "retool" and hone their professional skills before returning to a meaningful and challenging assignment with the Agency.

4. I hope that you will support the Officer-in-Residence Program, and identify men and women who can benefit by participating in it. We have had positive responses from six schools:

STAT

Georgetown --
Clemson -- no candidate
University of Texas -- no candidate
University of Illinois (Chicago) -- no candidate
Texas A&M -- no candidate
Winston-Salem -- no candidate

Do you have any candidates for these schools? Or candidates for other possible university openings, which we could pursue?

5. We have made a modest beginning; the expressions of interest that we have received from the colleges and universities learning about the program suggest that a real opportunity awaits us. (See attachments -- letters of interest from five universities.) I count on your support and participation.

STAT

Harry E. Fitzwater

Attachments

SUBJECT: The Officer-in-Residence Program at Colleges
and Universities

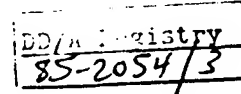
STAT CSI/OTE/[] 6August1985

Distribution:

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THE
STROM THURMOND
INSTITUTE



July 2, 1985

Mr. Harry E. Fitzwater
Deputy Director for Administration
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Fitzwater:

Thank you for your letter of June 11, 1985 providing further information on your Central Intelligence Agency Officer-In-Residence program.

I have been directed by our Provost and Vice President for Academic Affairs, Dr. W. David Maxwell, to indicate to you rather widespread interest on our campus, among the many colleges and departments, in taking advantage of this program. In fact, since several of our academic colleges have expressed the same interest, I cannot at this time narrow sufficiently the fields among which we might request participation in your program. They range from engineering through history and encompass nine colleges: Agriculture, Commerce and Industry, Engineering, Architecture and Planning Studies, Sciences, Liberal Arts, Nursing, Education, and Forest and Recreation Resources.

To give you a better understanding of Clemson University and our academic offerings, I am enclosing herewith a copy of our current Clemson University Announcements. If you have officers designated for this program already who would have an interest in any of these areas or if certain of your officers might be interested in such a choice of possible opportunities, we could discuss this further with you.

Thank you for your consideration. We look forward to following up this inquiry and expression of interest in your residency program.

Sincerely,

Horace W. Fleming
Director

xc: Dr. W. David Maxwell
Provost

THE
STROM THURMOND
INSTITUTE

April 8, 1985

STAT

Director of Training and Education
Office of Personnel
Central Intelligence Agency
McLean, Virginia


STAT

Mr. Al Mathiasen, Director of Placement at Clemson University, has told me of your program to allow staff of the Agency a one-year tenure on college campuses. Mr. Mathiasen had learned of this new program during a conference he attended at the CIA during the week of April 1.

I am interested in learning more of the details of this program and, in particular, what type of persons from the Agency would participate. There probably would be other departments and divisions of Clemson University that would have an interest in pursuing such a cooperative relationship with you, and we would appreciate knowing how we could qualify to participate.

Thank you for your assistance.

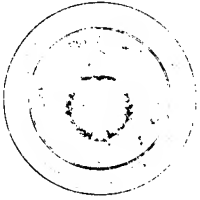
Sincerely,



Horace W. Fleming
Director

xc: W. David Maxwell
Provost

Al Mathiasen
Director of Placement



LYNDON B. JOHNSON SCHOOL OF PUBLIC AFFAIRS
THE UNIVERSITY OF TEXAS AT AUSTIN

Drawer Y • University Station • Austin, Texas 78713-7450 • (512) 471-4962

April 10, 1985

STAT

Director of Training and Education
Central Intelligence Agency
P. O. Box 1925
Washington, DC 20013

STAT

Our placement coordinator, Mrs. Sally Nelson, briefed me on the CIA Placement Directors Conference last week. Among other items, she mentioned the possibility of developing a "senior officer on campus" program that would be similar to the Ambassador on Campus program of the Department of State. I believe she gave you a copy of our 1985 Student Resume Book, which describes our program and our student body, and indicated possible interest on the part of the School in such a program.

We were fortunate to be able to participate in the Department of State program and found it of value. We would like to explore the possibilities for developing a similar program with the Central Intelligence Agency and would like to receive more information. Of course, such a program would need to be assessed by our faculty, as would any teaching/research proposal.

I look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script, reading "Max Sherman".

Max Sherman
Dean

MS/sn



THE
UNIVERSITY
OF
ILLINOIS
AT
CHICAGO

Office of the Vice Chancellor for Academic Affairs (M/C 105)
Box 4348, Chicago, Illinois 60680
(312) 996-3203

May 7, 1985

STAT

[Redacted]

c/o Director, Central Intelligence Agency
Washington, D.C. 20505

STAT

[Redacted]

I have recently become aware of the Agency's "faculty in residence" program wherein Directorate personnel are made available to universities for assignment as visiting professors.

I would appreciate receiving any information you may have available on this program.

Thank you very much for your consideration.

Sincerely,

Richard M. Johnson
Vice Chancellor for Academic Affairs

RMJ/ss

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TEXAS A&M UNIVERSITY
COLLEGE STATION, TEXAS 77843-1248

85 2007/5

Office of the
DEAN OF FACULTIES AND ASSOCIATE PROVOST
Telephone 409/845-4016

August 1, 1985

Mr. Harry E. Fitzwater
Deputy Director for Administration
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Fitzwater:

I am writing in response to your letter of last month asking for an expression of our interest in a Central Intelligence Agency Officer-In-Residence-Program here at Texas A&M University. As a result of your letter, I polled the deans of our various colleges to get an expression of interest. Attached is a summary of the comments received from them. Some said merely that they were interested in pursuing the matter; others were more specific. In any event, there is some considerable interest and so we are most anxious to pursue this matter further.

I am not sure how we should proceed from here. It would be ideal if you or one of your associates could visit with us and discuss the various opportunities with our deans. Please let me know if you would like to do this. I would be pleased to handle arrangements here. Alternatively, you may prefer to contact directly the deans who have expressed an interest. Should you wish to pursue the latter route, I am attaching a list of the names and addresses of the interested deans.

Please be assured we are definitely interested in discussing your program in greater detail and look forward to developing mutually beneficial arrangements.

Sincerely,

Clinton A. Phillips

Clinton A. Phillips
Dean of Faculties and
Associate Provost

Attachments

cc: Dr. Gordon P. Eaton
Dr. William H. Mobley
Dr. Herbert Richardson
Dr. Melvin Friedman
Dr. John P. Fackler

CIA OFFICER IN RESIDENCE PROGRAM RESPONSES

Business Administration

Yes. Foresee following possibilities:

1. Participate in the research activities in our new Center for International Business Studies. Assist us in identifying appropriate information sources, develop appropriate data bases, assist with on-going research activities.
2. Teach a course or seminar in international business and/or international business and public policy, and/or international finance and/or information systems.
3. Give periodic presentations to our various student organizations.
4. Give periodic faculty development seminars in the officer's area of expertise.

Engineering

Yes

Geosciences

Good idea but would not be able to use this coming year, maybe next year.

Science

The departments of the College of Science are willing to participate in the CIA Officer in Residence Program if individuals are available with the proper academic credentials. The programs of this college probably are not of direct interest to the CIA, however, certain research projects may have some appeal. These include the efforts in the Mathematics Department in developing mathematical foundations of ciphers, the data compression work in the Statistics Department, and applied science endeavors in materials. Thus, this college will cooperate to the extent possible.

Dr. William H. Mobley
Dean
College of Business Administration
Texas A&M University
College Station, Texas 77843

Dr. Herbert Richardson
Dean of Engineering and Vice Chancellor for Engineering
Texas A&M University
College Station, Texas 77843

Dr. Melvin Friedman
Dean
College of Geosciences
Texas A&M University
College Station, Texas 77843

Dr. John P. Fackler
Dean
College of Science
Texas A&M University
College Station, Texas 77843



Winston-Salem State University
WINSTON-SALEM, NORTH CAROLINA 27110

DD/A Re: 85-2477

Office of the Vice Chancellor
for Academic Affairs

Telephone 919 / 761-2160

July 11, 1985

Mr. Harry E. Fitzwater
Director of Administration
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Fitzwater:

Pursuant to a conversation with Mrs. Sandra Sosnik, our Placement Director, I am requesting additional information regarding the University's participation in the Intelligence Officer-in-Residence Program.

Some comment is required with respect to our program needs in mathematics/computer science. During the past academic year, the University updated its Academic Computing Plan to include projections for instructional improvement and the recruitment of qualified faculty and staff. The intense competition for specialized personnel has stymied our efforts in this regard and recruitment has been difficult and largely unproductive. Thus our interest is to pursue alternative staffing that will assist us in the interim while retraining faculty and continuing to seek permanent faculty.

In this regard, our mutual association with part-time and on-loan faculty from business and industry has benefited our students tremendously. We are therefore interested in securing a faculty member in Computer Science from your agency.

I would be pleased to determine whether this is possible and have enclosed as further information a copy of our Academic Computer Plan.

I look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script, reading "Callie B. Coaxum".

Callie B. Coaxum
Acting Vice Chancellor
for Academic Affairs

/ys (Enclosure)

WINSTON-SALEM STATE UNIVERSITY is a constituent institution of the UNIVERSITY OF NORTH CAROLINA
An Equal Opportunity Employer